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البلدية و القروية  
Ministry of Municipal & Rural Affairs

# CPI PROFILE SKAKA

**UN HABITAT**  
FOR A BETTER URBAN FUTURE

مستقبل المدن السعودية  
FUTURE SAUDI CITIES



The Future Saudi Cities Programme  
CPI PROFILE - SAKAKAH

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## **Introduction**

The United Nations Human Settlements Programme (UN-HABITAT) and Ministry of Municipal and Rural Affairs in the Kingdom of Saudi Arabia (MOMRA) jointly launched UN-HABITAT Saudi Arabia Programme titled “ Future Saudi Cities Programme (FSCP)”. The UN-HABITAT Office has been providing technical support to the MOMRA and targets 17 key cities in the Kingdom of Saudi Arabia. The cities include Riyadh, Makkah, Jeddah, Taif, Medina, Tabuk, Dammam, Kathef, Ihsa, Abha, Najran, Jazan, Hail, Araar, AlBaha, Buraydah, and Sakaka, to respond to national and local urban challenges.

UN-Habitat provides a new approach for measuring urban prosperity: which is holistic, integrated and essential for the promotion and monitoring of socio-economic development, inclusion and progressive realization of the urban-related human rights for all. This new approach redirects cities to function towards a path of an urban future that is economically, politically, socially and environmentally prosperous. The new approach or monitoring framework, The Cities Prosperity Index (CPI), is a multidimensional framework that integrates six carefully selected dimensions and several indicators that relate to factors and conditions necessary for a city to thrive and prosper. The six dimensions include productivity, infrastructure development, equity and social inclusion, environmental sustainability, and urban governance. The CPI uses the concept of The Wheel of Urban Prosperity and the Scale of Urban Prosperity to enable stakeholders to assess achievements in cities. The City Prosperity Index (CPI) not only provide indices and measurements relevant to cities, but it is also an assessment tool that enables city authorities as well as local and national stakeholders, to identify opportunities and potential areas of intervention for their cities to become more prosperous.

Under FSCP, the UN-HABITAT, MOMRA, and Sakaka Municipality together with its Local Urban Observatory have been working on developing urban statistics and spatial information (Geographic Information System) to provide relevant urban information that strongly supports decision-making process on urban development and urban planning in the city.

This CPI Profile Report applies the CPI framework and provide a summary of the basic information and urban statistics about the City and gives an overview of the city’s achievements, opportunities and potential areas that contribute to its prosperity in areas such productivity, infrastructure development, equity and social inclusion, environmental sustainability and urban governance and legislation.

## **Overview of Sakaka City**

Sakaka city is the provincial capital of the Al Jouf region, the seat of the Governor, the local council, and branches of various governmental departments. The city and the entire Al Jouf region is Saudi Arabia's northern gateway linking Jordan, Syria, and Iraq with the Arabia peninsula. The history of Sakaka dates back more than 5000 years; it has numerous Arab archeological monuments of the city's past.

## **Geography and Location**

Sakaka city is located at the northern tip of the Greater Nufud desert, spreading over an area of about 100 square kilometers. The city is located 980 kilometers North of Riyadh and 1286 kilometers North of Jeddah. The city of Sakaka has a hot and dry desert climate. In Sakaka, there is usually very little or virtually no rainfall during the year, most precipitation falls in April and averages around 13 mm. The average annual temperature is about 22.6 °C. During winter the average temperature is about 15 °C but can go as low as 4 °C. In summer the average temperature is about 40 °C, but it can go as high as 47 °C. The city is located 566 m (1,857 ft) above the sea level.

## **Demographic Background of the City**

Sakaka governorate which comprises the city has a population of about 280,000 (2016 est.) inhabitants; this is about 57% of the total population of Al Jouf region. According to the estimation of the Central Department of Statistics and Information, the total population in Al Jouf region amounted to about 495, 000 representing about 1.6% of the total population of the Kingdom, which amounted to about 30.8 million people in 2014. The population of Saudi citizens in Sakaka is about 70% of the city's total population. The city's population density is about 4952 persons per square kilometer, and the average number of persons per household is 5.5.

## **Socio-Economic Background of the City**

The city of Sakaka is famous for its hand-woven carpet industry. About 20Km to the west of Sakaka is the city of Domat Al Jandal, it has numerous orchards and agricultural fields which produces allot of farm products sold in the city of Sakaka. Domat Al Jandal is famous for the manufacture of swords, daggers, and carpets. The region also produces large amounts of wheat and has 230,000 date palms. Sakaka is the trading hub of most agricultural produce in the region.

## **The trend on Urban Growth and Existing Spatial Plans**

In recent years, the Saudi government has been investing heavily in the Al-Jawf region, especially in the city of Sakaka. There is a deliberate attempt by the government to bring the city to par with other similar cities in the kingdom.

The city of Sakaka covers an area of about 100km<sup>2</sup>, built up area of the city is about 57Km<sup>2</sup>. Out of the built-up area, 58% are built up density area while 38% are open spaces and 4% are still vacant land.

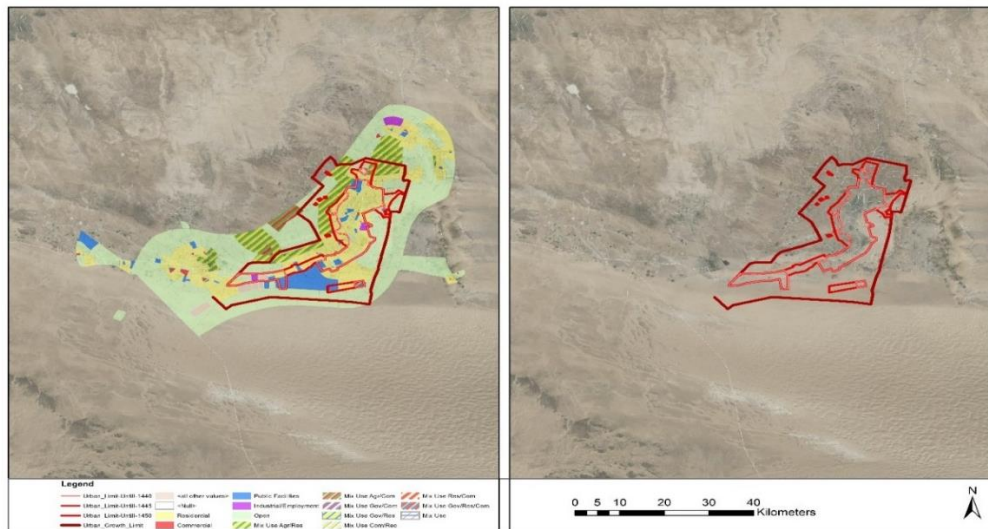
Increase in built-up area in Saudi Cities from 1992-2004

City	Increase in built-up area %	Increase in total area of the city %
Al-Riyadh	94.2	59.97
Jeddah	317.8	389.72
Makkah	126.8	0.07
Al-Madimah	69.3	64.13
Al-Monawarah	80.3	66.11
Hofof & Mubarraz	91.9	18.9
Tabouk	41.6	8.78
Buraydah	1190	1811.25
Khamis Mushayt	300	422.03
Hail	53.2	31.71
Najran	16.6	30.76
Hafir Albatin	81.8	1.57
AL-Gubeil	591	611.27
Abha	8.8	4.37
Al-Kharaj	33	35.68
Yanbu	63.1	63.13
Arar	63.7	90.19
Unayzah	59.6	175.4
Sakaka	2.3	7.38
Jazan	213.3	2.1
Alquryyat	12.8	0.60
Rate	121.5	139.71

Source: Al-Gikheidb, 2009.

The total area of the city increased by 7.4% between the year 1992 and 2004, in the same period the built-up area of the city increased by 2.3%, this was a signal of an urban sprawl in the city.

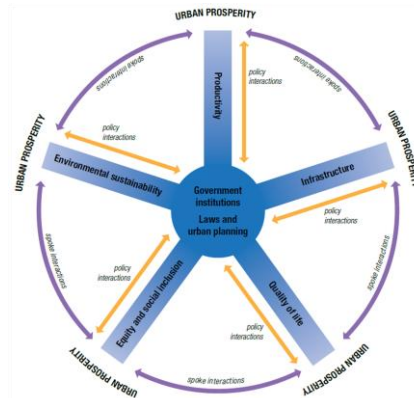
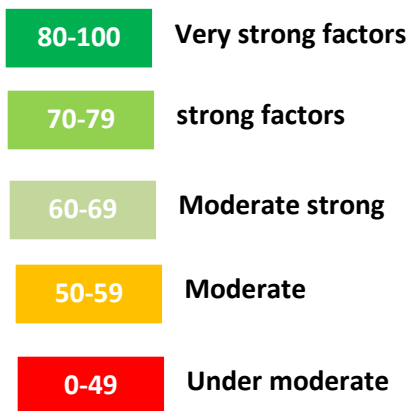
Figure 1: Land use and Urban Growth Limit



The figure above is showing the trend of urban growth limit control and land use for the city of Sakaka.

## The City Prosperity Index - Assessment

Prosperity implies success, wellbeing, thriving conditions, safety and security, long life etc. Prosperity in cities, therefore, is about successfully meeting today's needs without compromising tomorrow and working together for a smart, competitive economy, in a socially inclusive society and a healthy, vibrant environment for individuals, families, and communities. Prosperity in cities is a process and cities can be at different levels of prosperity. In order to measure the level and also track how cities progress on the path to becoming prosperous, UN-Habitat introduced a monitoring framework: The Cities Prosperity Index (CPI). The CPI is a composite index with six carefully selected dimensions that captures all important elements of a prosperous city. This index along with a conceptual matrix, The Wheel of Urban Prosperity and a Global Scale of City Prosperity, are intended to help city authorities, decision-makers, partners and other stakeholders to use existing evidence and formulate clear policies and interventions for their cities.



**Figure 2: Scale of Urban Prosperity and the Wheel of Urban Prosperity**

The UN-Habitat's Cities Prosperity Index (CPI) allows authorities and local groups to identify opportunities and potential areas for action or adjustments in order to make their cities more prosperous. The CPI is a multidimensional framework that integrates several dimensions and indicators that are not only related but have a direct and indirect influence in regard to fostering prosperity in cities. These components are embodied in the following six dimensions: Productivity, Infrastructure Development, Quality of life, Equity and social inclusion, Environmental sustainability, and Governance and legislation. Each of the dimensions is comprised of several indicators measured differently. Since the indicators are measured in different units, the first step in the index computation involves the normalization of the indicators into values ranging between 0 and 11; the normalized values are then aggregated stepwise to create the single value called the City Prosperity Index.

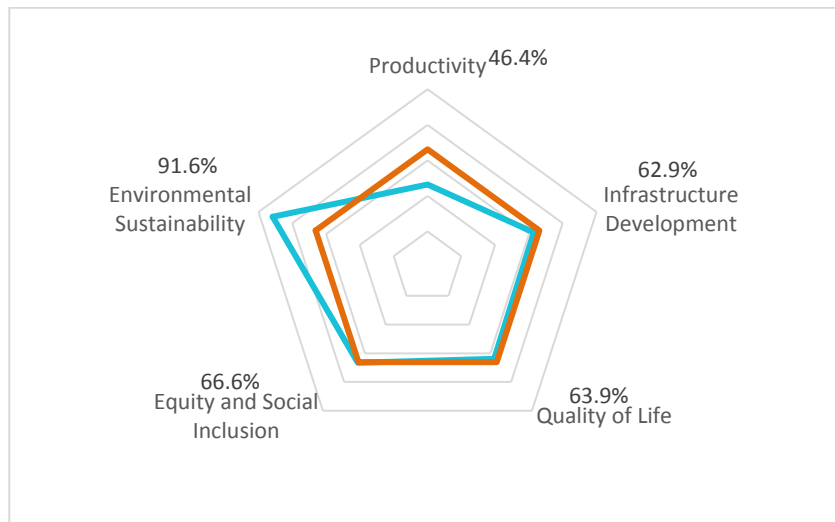
<sup>1</sup> Can also be expressed in percentages so that values range between 0% and 100%, as used in this report.

The following sections apply the CPI framework, the concept of the Wheel of Urban Prosperity and the Scale of Urban Prosperity to conduct an assessment of the level of prosperity in the city. The assessment provides an indication of the strengths or weaknesses in the factors of prosperity (in reference to the scale of urban prosperity); it also provides an indication of the level of achievement towards the set prosperity goals (based on the magnitude of the CPI scores); and highlights whether there are disparities between and within the six dimensions of prosperity (based on the concept of the Wheel of Urban Prosperity-stressing balance). An in-depth analysis of the findings will help to identify which particular sub-dimensions and indicators contribute to high or low values in each of the dimensions and the CPI scores.

### The Overall City Prosperity Index for Sakaka

The overall CPI index is the aggregate of the six dimensions. However, in this case, due to data availability issues, the CPI was computed using five dimensions and the radar chart below shows the score for each of the dimensions. Using the five dimensions, the overall prosperity index score is 66.3%, showing that the city of Sakaka has moderately strong factors of prosperity. . Based on the concept of Wheel of urban prosperity, the prosperity of cities requires a good balance of all the dimensions to avoid undesirable disparities in the society. The radar chart below shows that the urban wheel of prosperity of Sakaka city (blue line) has an irregular shape that can be attributed to the low productivity dimension score (46.4%) and exceptionally high environmental sustainability(91.6%).The blue line illustrates how disparity distorts the functionality of a city, it depicts a flat tire which is unable to let a vehicle move forward. A representation of the presence of deprivations or inefficiency within the city.

**Figure 3: City Prosperity Index Dimensions**





The analysis in the subsequent sections will go in-depth into the dimensions of prosperity and identify areas of strengths and weaknesses and even highlights opportunities and threats to inform the formulation of appropriate interventions.

## The Productivity Dimension

The productivity dimension measures the level of efficiency by which cities create wealth and how they contribute to economic growth and development. It provides information on how cities generate income, create employment, and provides equal opportunities and adequate living standards for its entire population. The city of Sakakah has an overall productivity index of 46.4%, according to the global scale of city prosperity, this means that the city is under moderate. It also means that despite having strong economic growth indicators, it has some moderate areas which need to be addressed to make the city’s productivity structure balanced and efficient. Some of the moderate areas include employment indicators (56.1%) and economic agglomeration indicators with 11.3%. The main sources of strength are within the economic growth sub-dimension which has an index of 71.8% are the city product per capita(74.1%) and old age dependency ratio(86.3%). Low economic density is an indication of a sparse spatial distribution of economically productive activities usually associated with urban sprawl in cities; urban sprawl has the effect of straining the economy of a city.

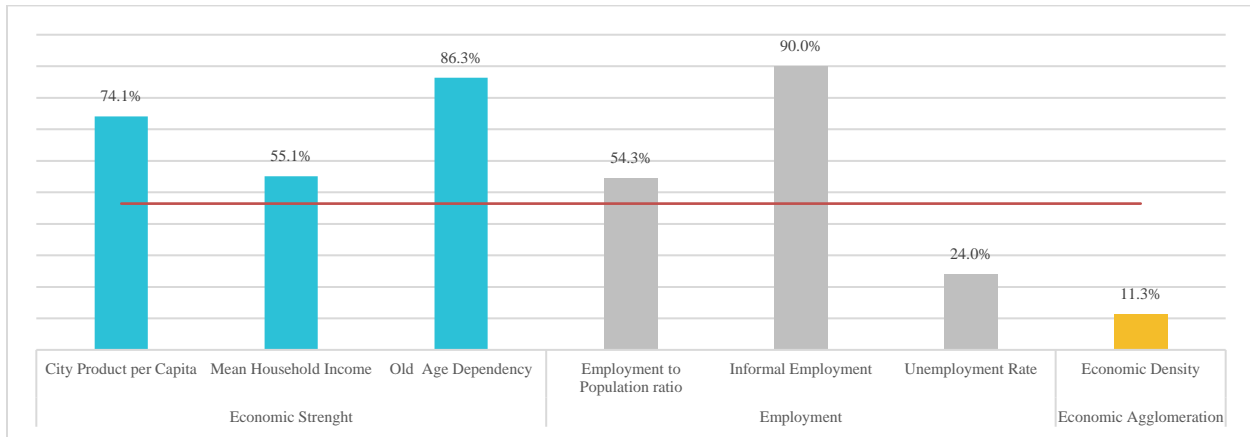
**Table 1: Productivity Index (46.4%)**

Sub-Dimension	Indicator	Actual	Units	Standardized	Comments
<b>Economic Growth (71.8%)</b>	City Product per Capita	29,622.00	USD (PPP)/Inhab	74.1%	Strong
	Mean Household Income	27,489.59	USD(PPP)	55.1%	Moderate
	Old Age Dependency Ratio	4.18	%	86.3%	V. Strong
<b>Employment (56.1%)</b>	Employment to Population Ratio	54.68	%	54.3%	Moderate
	Informal Employment	17.40	%	90.0%	V. Strong
	Unemployment Rate <sup>2</sup>	15.60	%	24.0%	Under moderate
<b>Economic Agglomeration (11.3%)</b>	Economic Density	96,824,965	USD (PPP)/km <sup>2</sup>	11.3%	Under moderate

The employment situation in the city is moderate due to the inability of the city to create new jobs as indicated by the low employment to population ratio (54.3%) and the high unemployment rate (15.6% %). The chart below clearly shows the disparities among the indicators of productivity. It clearly shows the indicators that are below the average, to bring balance and increase efficiency in the productivity of the city, prioritized attention should be put on how to increase the population to employment ratio, how to reduce the unemployment rate and how to increase economic density.

<sup>2</sup> This indicator is approximated based on regional data

**Figure 4: Productivity Indicators**



### The Infrastructure Development Dimension

The rapid growth of cities of the 21<sup>st</sup> century both in area and population threatens the delivery of basic services to city residents. Welldeveloped and efficient infrastructure ensures that good, services, people, and communication reach all corners of the city promptly. The infrastructure development dimension measures how cities use available resources to deploy a functional and efficient infrastructure. Infrastructural assets and amenities such as piped clean water, sewerage, electricity, road network, ICT are essential in supporting the city population and economy. The city of Sakaka has an infrastructure development index of 62.9%, according to the global scale of prosperity, this is moderately strong. The observed general weakness in the infrastructure dimension can be attributed under moderate social infrastructure (25%) and the fact that all the remaining sub dimensions are moderatelystrong as well.

The strong sub-dimensions include the housing infrastructure with 69%, the ICT infrastructure with 74%, the urban mobility infrastructure with 79%, and the street connectivity infrastructure (68%).

**Table 2: Infrastructure Development Index (62.9%)**

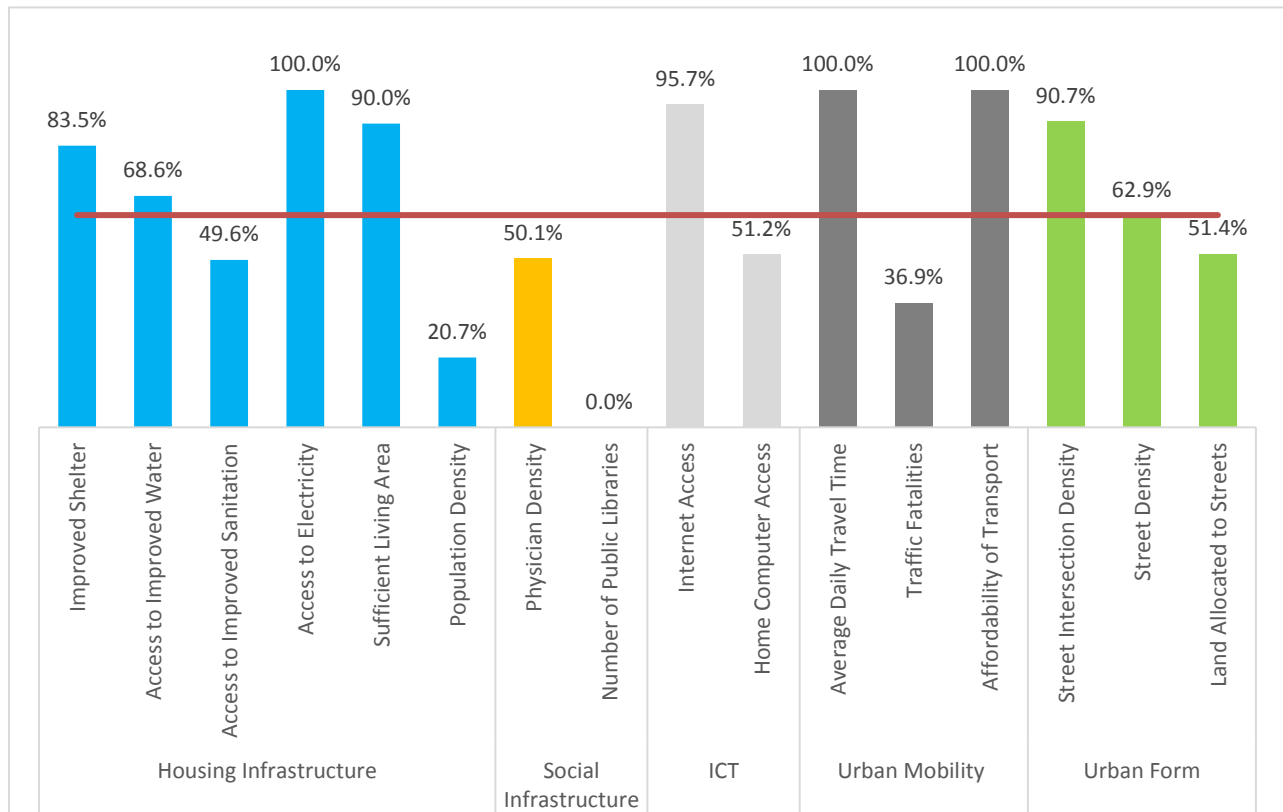
Sub-Dimension	Indicator	Actual	Units	Standardized	Comments
<b>Housing Infrastructure (68.7%)</b>	Access to Electricity	100.00	%	100.0%	V. Strong
	Access to Improved Sanitation	49.60	%	49.6%	Under moderate
	Access to Improved Water	68.60	%	68.6%	Strong
	Access to Improved Shelter	83.50	%	83.5%	V. strong
	Population Density	3,109.37	Inhab/Km2	20.7%	Under moderate
	Sufficient Living Area	90.00	%	90.0%	V. Strong
<b>Social Infrastructure (25.0%)</b>	Number of Public Libraries	0.57	#/100,000 inhab.	0.0%	Under moderate
	Physician Density	2.08	#/1,000 inhab.	50.1%	Moderate
<b>ICT (73.5%)</b>	Average Broadband Speed	-	Mbps	-	-
	Home Computer Access	51.20	%	51.2%	Moderate
	Internet Access	95.72	%	95.7%	V. Strong
<b>Urban Mobility (79.0%)</b>	Average Daily Travel Time	15.60	minutes	100.0%	V. Strong
	Affordability of Transport	0.00	%	100.0%	V. Strong
	Length of Mass Transport Network	-	Km/1M Inhab.	-	-
	Road Safety (traffic fatalities)	19.92	#/100,000 inhab.	36.9%	V. Strong
	Use of Public Transport	-	%	-	-
<b>Street Connectivity (68.3%)</b>	Intersection Density	90.67	#/km2	90.7%	V. Strong
	Land Allocated to Streets	21.43	%	51.4%	Moderate
	Street Density	12.57	Km/KM2	62.9%	M. Strong

The moderate indicators under housing infrastructure are access to improved sanitation and residential population density. Social infrastructure sub-dimension is generally under moderate and this could be associated with the lack of adequate social amenities such as public libraries compared to its large population and an inadequate number of physicians in the health sector. The ICT infrastructure sub-dimension is generally strong but there is inadequate access to home computers.

The main problems the city is facing regarding urban mobility is a lack of mass public transport system and poor road safety, all the other indicators are very strong. Street connectivity in the city is good, but not without a weak point, the land allocated to streets is still low.

The bar chart below shows the level of disparity between the indicators of the infrastructure development. It displays the under moderate indicators which need to be prioritized and improved to enable the city to attain higher levels of prosperity.

**Figure 5: Infrastructure Development Indicators**



### The Quality of Life Dimension

The quality of life refers to the well-being, happiness, having a sense of security and good health of individuals and the society. The quality of life dimension measures the cities achievements in the provision of important amenities such as social services, education, health, recreation, safety, and security required support good quality of life. The general quality of life in the city of Sakaka is moderately high with QoLI score of 64%. The moderately high quality of life in the city can be attributed to the good health care system with 78.1% and very good safety and security with 89.1%. The city is doing well in the healthcare provision and this can be explained by the high life expectancy in the city and the extensive vaccination coverage which helps to keep preventable illnesses out of the city. Safety and security in the city is exceptionally good, and this is attributed to the efforts made to keep crimes such as homicide and theft rates at very low levels.

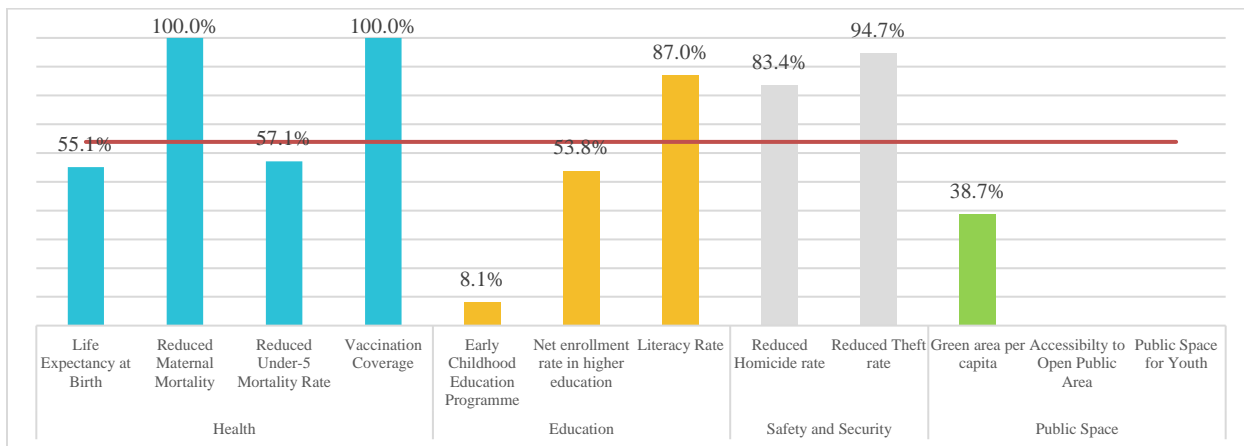
The city, however, has moderate areas such as education provision (49.6%) and provision of public spaces in the city (38.7%). The weaknesses observed in the provision of education services are attributed to the low enrolment in early childhood education and low net enrolment in higher education.

**Table 3: Quality of Life Index (63.9%)**

Sub-Dimension	Indicator	Actual	Units	Standardized	Comments
<b>Health (78.1%)</b>	Life Expectancy at Birth	68.00	years	55.1%	Moderate
	Eradicate Maternal Mortality	0.00	#/100,000 live births	100.0%	V. Strong
	Eradicate Under-5 Mortality	14.60	#/1000 live births	57.1%	Moderate
	Vaccination Coverage	100.00	%	100.0%	V. Strong
<b>Education (49.6%)</b>	Early Childhood Education	7.99	%	8.1%	Under moderate
	Net Enrolment in Higher Education	49.80	%	53.8%	Moderate
	Literacy Rate	88.90	%	87.0%	V. Strong
	Mean Years of Schooling	-	%	-	-
<b>Safety and Security (89.1%)</b>	Homicide Rate	3.42	#/100,000 inhab.	83.4%	V. Strong
	Theft Rate	44.97	#/100,000 inhab.	94.7%	V. Strong
<b>Public Space (38.7%)</b>	Green Area per Capita	5.80	m2 / inhabitant	38.7%	Under moderate
	Accessibility to Open Public Space	-	%	-	-

In the bar chart below, the heights of the bars clearly show that there is inequality between the indicators of quality of life. The city has both moderate and strong indicators, to improve the quality of life the city, a decrease in the level of disparities is required. This will mean addressing the issue of under-five mortality rate, early childhood education, increase net enrolment in higher education, increase green area per capita and ensure accessibility to the public spaces.

**Figure 6: Quality of Life Indicators.**



### The Equity and Social Inclusion Dimension

Cities which are socially inclusive and economically equitable are more likely to be more productive and have higher living standards than cities with widespread marginalization. The equity and social inclusion dimension measure how cities distribute the benefits of prosperity among the inhabitants. Cities with segments of their population living in marginalization are not



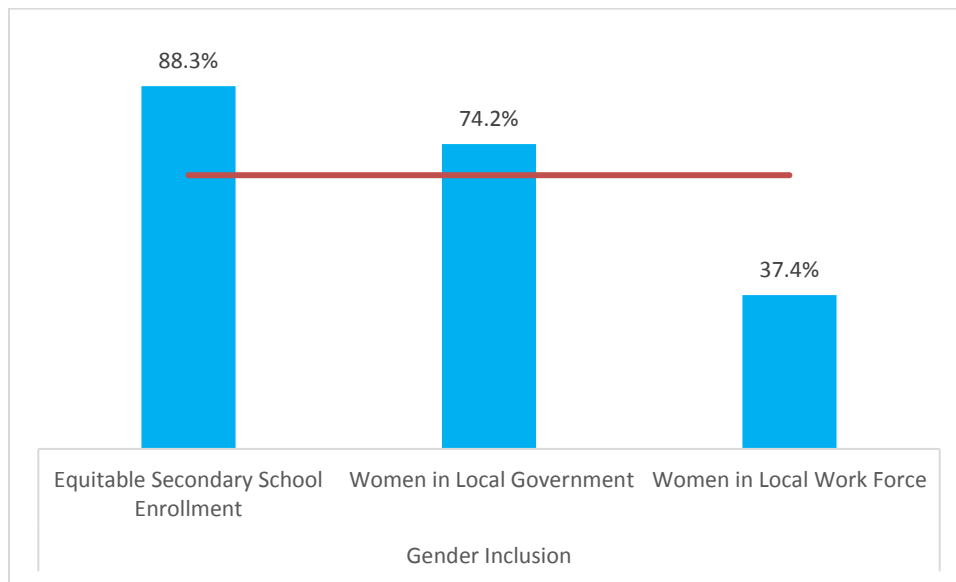
yet prosperous regardless of their level of productivity and infrastructural development. The equity and social inclusion dimension measures the level of achievement of cities in the distribution or sharing of the benefits of prosperity among its inhabitants. Due to data unavailability problems, only one of the three sub-dimensions of equity and inclusion was used, the gender inclusion sub-dimension. Based on the available data, the city of Sakaka has a gender inclusion sub-dimensional index of 66.6%. This is indicative of a fairly gender-inclusive city.

The main source of strength within the gender inclusion sub-dimension is equitable secondary enrolment and women in local government with 88.3% and 74.2%, respectively. The main source of weakness is the number of women in the city's workforce with a score of 37.4%. Calling for prioritization of policies that promote more participation of women in the workforce.

**Table 4: Equity and Social Inclusion Index (66.6%)**

Sub-Dimension	Indicator	Actual	Units	Standardized	Comments
<b>Gender Inclusion (66.6%)</b>	Equitable Secondary School Enrollment	0.88	-	88.3%	V. Strong
	Women in local government	37.12	%	74.2%	Strong
	Women in the workforce	18.72	%	37.4%	Under moderate

**Figure 7: Equity and Social Inclusion Indicators.**



### **The Environmental Sustainability Dimension**

The environment is the biggest resource for every city, preserving it is central to the very survival, growth and continued existence of the city itself. Extensive growth of cities both geographically and population wise often lead to environmental degradation and may affect a city's ability to function properly. Cities need to ensure that as they grow and develop, the city's environment is

not depleted or degraded but remains healthy and liveable; the city’s natural assets and resources are preserved for posterity and for sustainable urbanization. The findings in the table below show that the city’s performance in regard to waste management as an aspect of environmental sustainability is very good. Due to data unavailability other equally important aspects were not included, however, they will be considered in future computations. The city has an Environmental Sustainability Index score of 92% which gives it a very strong rating.

Table 5: Environmental Sustainability Index (91.6%)

Sub-Dimension	Indicator	Actual	Units	Standardized	Comments
<b>Waste Management (91.6%)</b>	Solid Waste Collection	86.10	%	86.1%	V. Strong
	Solid waste recycling share	-	%	-	-
	Waste water treatment	97.00	%	97.0%	M. Strong

If the trend in other Saudi cities applies in the case of Sakaka, where the solid waste collection is very good but without solid waste recycling, then the solid waste recycling may need to be given some due attention. There was no sufficient data on solid waste recycling.

**Figure 8: Environmental Sustainability Indicators.**



**Analysis of Legislation and Governance Dimension**

Good governance and legislation is vital to the success of any city. Increasing space for more citizen participation in electoral processes, access to information and strengthening public institutions to have proper accountability, checks, and balances can go a long way in making a city more and more prosperous. All processes of governance and legislation need financing. Therefore, cities need to put measures in place to improve the management of municipal finance, especially by increasing the level of own revenue collection and ensuring higher expenditure efficiency and financial accountability. The success in all the five dimensions depends on good governance and legislation.

## SWOT Analysis based on City Prosperity Index

This section uses the results of the CPI analysis to highlight areas of Strength or Weaknesses, identify challenges and Opportunities for growth so that appropriate recommendations and action plans can be formulated.

**Table 6: SWOT Analysis base on City Prosperity Index**

STRENGTH	WEAKNESSES
<ol style="list-style-type: none"> <li>1. <b>Good economic growth fundamentals especially the high economic productivity, low old-age dependency ratio, low rate of informal employment.</b></li> <li>2. <b>Good infrastructure foundation: In terms of infrastructure the city has fairly good housing, ICT, Urban mobility and Street connectivity infrastructure.</b></li> <li>3. <b>In terms of quality of life factor, the health sector, and safety and security in the city is fairly good. The high literacy rate is another advantage: the youth and women have untapped potential to contribute allot to economic growth. Good safety and security and political stability which provide a conducive environment for growth and development. Good healthcare provision in the city: a healthy population is productive, happy and peaceful.</b></li> <li>4. <b>Gender inclusion is good and needs to be improved further.</b></li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Low economic density- possibly due to urban sprawl leading to tracks of empty land: re-examine and establish the need for increased densification of economic or commercial activities within the commercial, industrial and even residential areas in the city.</b></li> <li>2. <b>Like all other Saudi cities the use of public transport is very low and there is over-dependence on private cars for transport even for short distances, not good for the environment and lack of physical activity is not good for health.</b></li> <li>3. <b>The housing infrastructure is good, but there is a huge problem with access to sanitation facilities such as access to the sewerage system.</b></li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. <b>High street intersection density and street density which should encourage alternative means of transport such as walking and cycling especially early morning and evening.</b></li> <li>2. <b>High internet access and moderate ownership of home computers is a good opportunity to increase bandwidth and encourage more usage.</b></li> <li>3. <b>High productivity, good economic fundamentals, good safety &amp; security and political stability in the city provide a conducive environment for attracting foreign investments.</b></li> </ol>	<ol style="list-style-type: none"> <li>4. <b>The overall unemployment rate in the city is also too high. This is also not good for the future economic stability.</b></li> <li>5. <b>Enrolment in early childhood education program is extremely low.</b></li> </ol>

## **Local Urban Observatories**

Global Urban Observatory Network (GUO-Net) is a worldwide information and capacity-building network established by the United Nations Human Settlement Programme (UN-HABITAT) to help implement the New Urban Agenda at the national and local levels. The GUO-NET consists of national and city-level institutions that function as National and Local Urban Observatories.

The purpose of GUO-Net is to support governments, local authorities and civil society:

- To improve the collection, management, analysis and use of information in formulating more effective urban policies;
- To improve information flows between all levels for better urban decision-making;
- To stimulate broad-based consultative processes to help identify and integrate urban information needs;
- To provide information and analyses to all stakeholders for more effective participation in urban decision-making;
- To share information, knowledge, and expertise using modern information and communication technology (ICT);
- To create a global network of local, national and regional platforms for sharing information about the implementation of the New Urban Agenda;
- To share some tools and benefits provided by the GUO network;
- Training on using the urban indicator toolkit for data collection and analysis;
- Training on how to use the results of the urban indicators data for fundraising activities;
- Conferences of the network members for information exchange and city-to-city networking;
- Access to internet resources available at UN-Habitat's website including urban indicators databases and Urban Info system;
- Data used for evaluations done for the World Cities Report published biannually by UN-Habitat.

UN-HABITAT achieves these objectives through a global network of local, national and regional urban observatories and through partner institutions that provide training and other capacity-building expertise.

The UN-Habitat and MOMRA have previously established Local Urban Observatories in the 17 cities covered by the FSCP. A rapid survey conducted by UN-Habitat-KSA in June 2015 targeting the 17 LUO/cities, found out that only 15 LUOs existed. The findings also showed that 88% of Local Urban Observatories are under Municipal Departments while 12% are under Authority for Development within Municipality. It also revealed that 71% of the Local Urban Observatories were active while the operations of 23% of them were suspended due to unaccomplished staff/contractual arrangements.

Some of the data the Local Urban Observatories are required to collect in collaboration with the Municipals are GIS-related, so there is a need to have collaborative work relations between the LUOs and the GIS departments within the Municipalities. The survey revealed that in terms of connections with the GIS departments, 59% of the LUOs have work relations with the GIS department while 18% do not. There was evidence that 71% of the LUOs have GIS data while 6% do not have.

### **SAKAKA – Local Urban Observatory.**

The Local Urban Observatory of Sakaka was established in 2014 as a department located within the municipality and charged with the responsibility of developing tools, collecting and analyzing urban indicators at the city level. Sakaka LUO has produced two rounds of urban indicators and now working on the third round, so far, they have produced a total of 137 urban indicators.





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